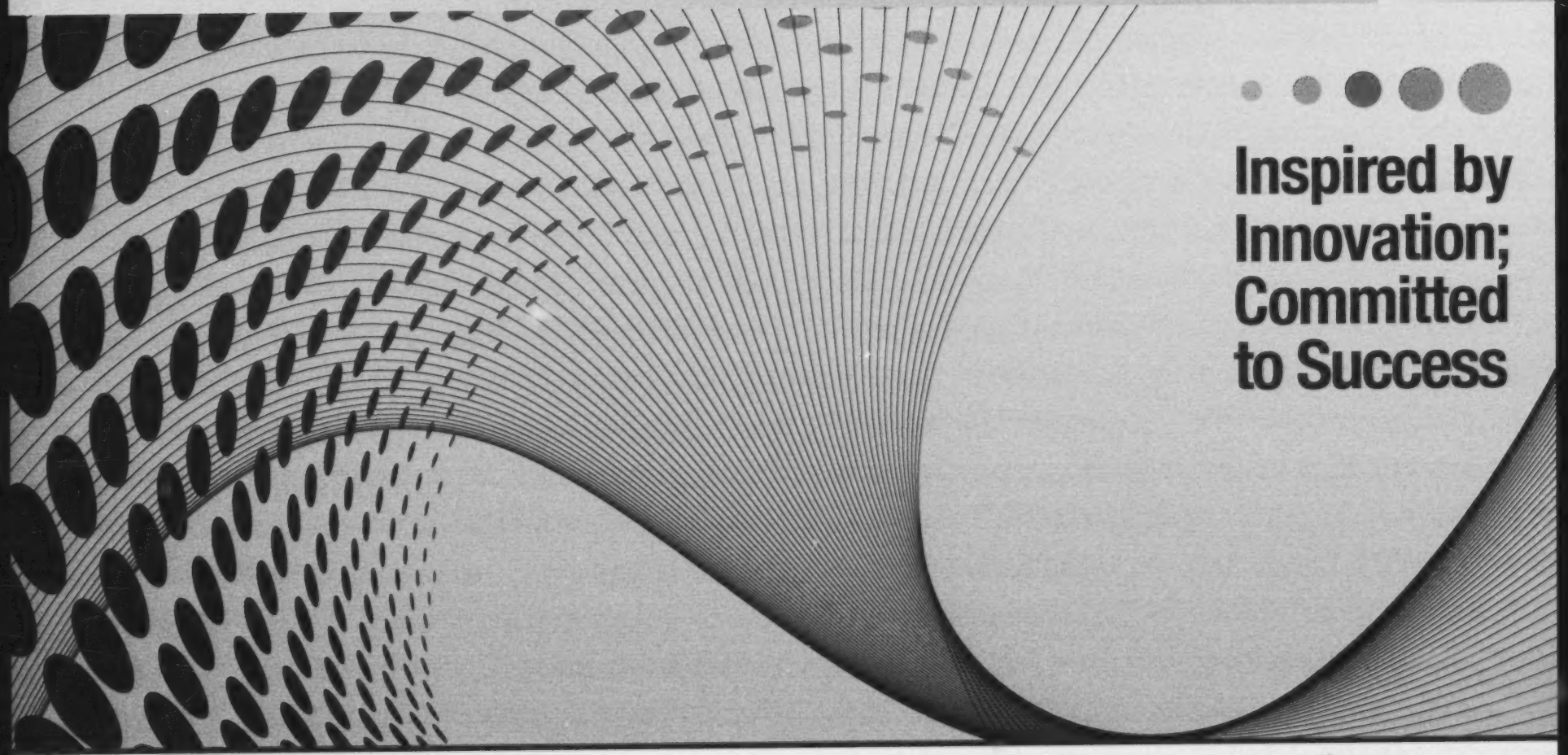
Canadian Intellectual Property Office
An Agency of Industry Canada

Office de la propriété intellectuelle du Canada
Un organisme d'Industrie Canada

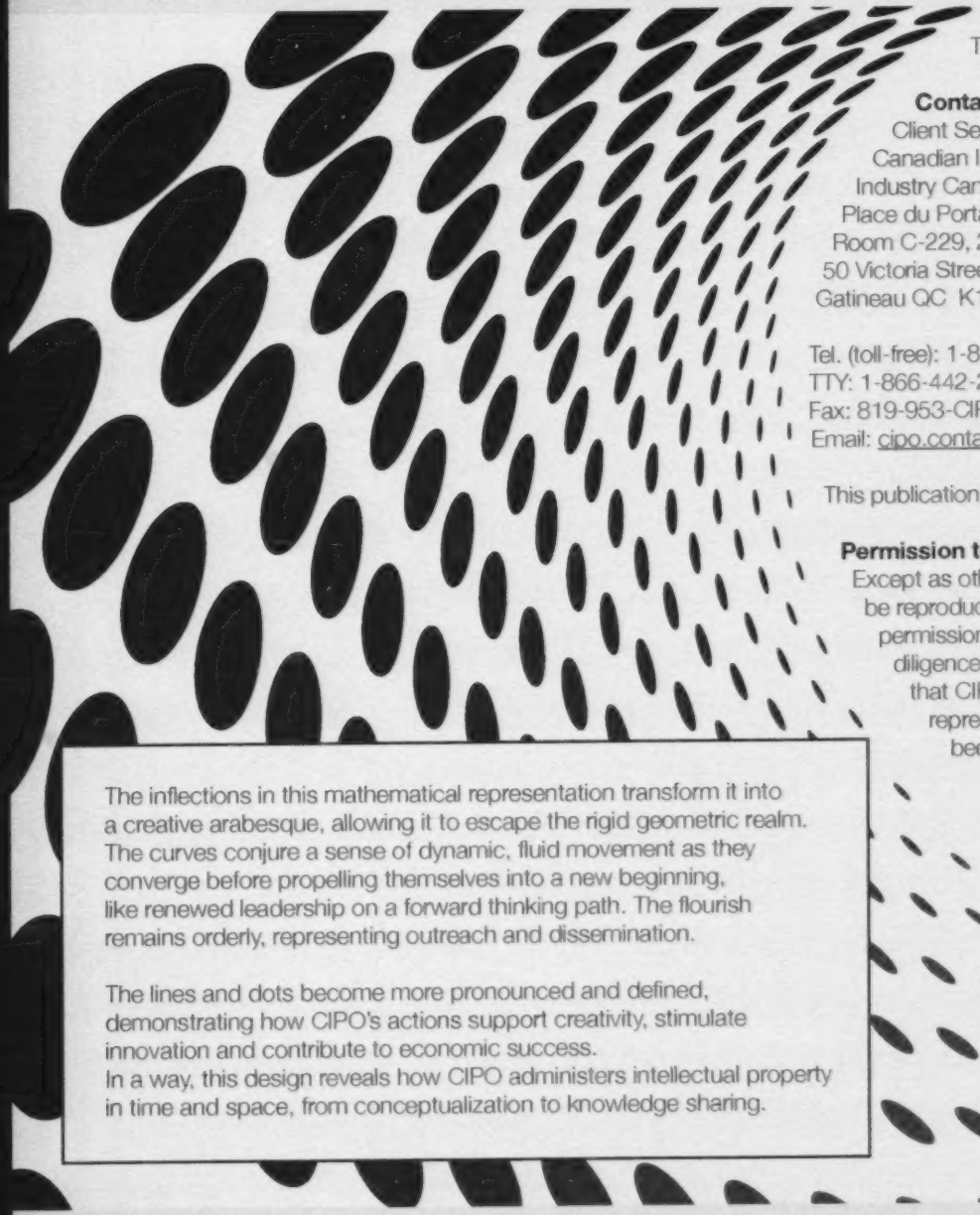
CIPO Business Strategy 2012-2017



Inspired by Innovation; Committed to Success

Canada

CIPO OPIC



The inflections in this mathematical representation transform it into a creative arabesque, allowing it to escape the rigid geometric realm. The curves conjure a sense of dynamic, fluid movement as they converge before propelling themselves into a new beginning, like renewed leadership on a forward thinking path. The flourish remains orderly, representing outreach and dissemination.

The lines and dots become more pronounced and defined, demonstrating how CIPO's actions support creativity, stimulate innovation and contribute to economic success.
In a way, this design reveals how CIPO administers intellectual property in time and space, from conceptualization to knowledge sharing.

This publication is available upon request in accessible formats.

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CIPO's Values

As trusted partners in building an innovative Canadian economy

- We serve with excellence and efficiency in all that we do.
- We make timely and sound decisions on IP rights.
- We respect the perspectives of stakeholders while carrying out our regulatory function.

As proud employees of CIPO

- We perform our duties in a manner that preserves and builds on CIPO's good reputation and credibility.
- We work collaboratively.
- We act as ambassadors of IP.
- We are committed to continuous improvement and learning.

As an individual

- I respect my fellow employees.
- I value diversity.
- I appreciate the ideas and contributions of other employees.

Message from the Chief Executive Officer

I am pleased to present the Business Strategy for the Canadian Intellectual Property Office (CIPO). This strategy will guide our decision-making and commitments over the next five years.

The crucial element underpinning this strategy is that economic prosperity in a global economy is driven by new ideas and knowledge-based industries. As intellectual property (IP) rights encourage new knowledge and innovation, CIPO has a key role to play in supporting the government's overall agenda of improving Canada's growth and enhancing our economic competitiveness.

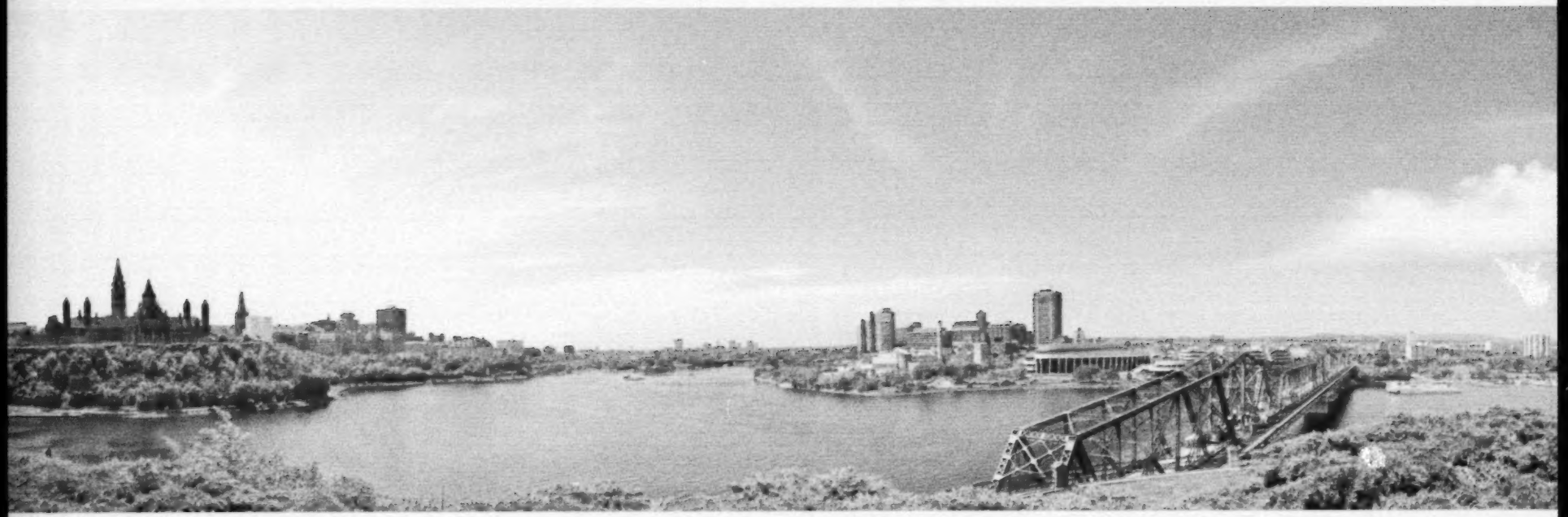
The value of many Canadian firms increasingly depends on their intangible assets, including patents, trade-marks, copyrights, and industrial designs. The speed, quality, efficiency and effectiveness of Canada's IP administrative system can affect whether or not ideas are successfully commercialized and brought to market. This business strategy sets out priorities for the next five years that will allow CIPO to play a more effective role in this regard so that IP is more efficiently leveraged in support of innovation and economic growth.

We will achieve this by better understanding the requirements of innovators and the innovation cycle in which businesses operate, facilitating access to IP information so it can be better leveraged, and developing an IP framework that supports innovation, increases certainty and reduces red tape. Finally, the strategy reconfirms CIPO's commitment to efficiency, timeliness and quality through our efforts to maintain a highly skilled workforce, make our information technology systems more modern and responsive, and to optimize the cost-effectiveness of our operations.

These new strategic directions will require a commitment to continual change, and CIPO will build a change management culture that will support this important transition.

The Strategy is the result of insightful discussions held within CIPO, as well as with our key federal government partners, businesses and representatives of the IP agent community. I look forward to continuing this engagement as we implement the Business Strategy.

Sylvain Laporte
Commissioner of Patents,
Registrar of Trade-marks and
Chief Executive Officer



About CIPO

CIPO, a Special Operating Agency of Industry Canada, is responsible for administering Canada's system of IP rights: patents, trade-marks, copyrights, industrial designs and integrated circuit topographies.

Our primary customers are innovators, inventors, and the Canadian business community. We also work closely with the IP agent community who act as intermediaries in representing many of our customers.

CIPO's mandate is to deliver high quality and timely IP products and services to customers, and to increase awareness, knowledge and effective use of IP by Canadians. This mandate, along with the directions outlined in this strategy, contributes to the strategic outcomes identified by Industry Canada and the government, including "a fair, efficient and competitive marketplace."

CIPO plays a key role in supporting economic growth and innovation in four critical areas:

- Timely issuing of IP rights permits innovators to more quickly develop, monetize and commercialize their ideas, allowing them to get to market faster.
- Ensuring high quality and clearly scoped IP rights supports business by increasing certainty in the market.
- Technical and business information contained in IP rights supports innovation by others.
- Alignment with international IP administrative systems and treaties helps Canadian businesses compete globally.

CIPO also actively participates in developing and implementing government policies, practices and standards that enable businesses all across our country to succeed. This includes elements involving the reduction of red tape, promoting access to information, ensuring a transparent and predictable regulatory system, as well as providing an up-to-date legislative and regulatory framework for business.

Our New Business Strategy

This business strategy has taken account of the current challenges and opportunities facing innovators and CIPO, and sets in motion strategic directions for CIPO to more directly support innovators and the innovation cycle in Canada.

This business strategy will guide our decision-making and commitments over the next five years. While the heart of this strategy is supporting innovation and business success, it is also a roadmap that will assist us in reviewing our performance and outcomes, assessing our strategic directions, and achieving the highest level of performance.

We know that unanticipated challenges and opportunities will continue to arise: economies fluctuate, technologies change, and new business models emerge. For that reason, the success of our business strategy will depend on our ability to manage, assess, adjust, and carry on. The ongoing process of monitoring and evaluating the implementation of the Strategy will be a key part of CIPO's annual business planning process.

The Role of IP is Continually Evolving

A range of factors and trends influence how CIPO will respond to a new generation of innovation challenges. For instance, all intellectual property offices must be prepared to deal with fluctuating economic conditions that affect the volume of IP applications and the evolution of IP policy and practices that occur because of evolving body of law. Outside of these realities, the most broadly acknowledged trends have been the growth of IP as a business asset and its increasingly international nature.

While IP law is domestic in nature, some elements of national rights have gradually become incompatible with the fact that innovators operate on a global stage. Because the commercialization of their ideas occurs at the multinational level, they need to register their IP rights in many countries. Pressure has therefore increased on IP systems to provide a cost-effective way to obtain reliable and high-quality IP rights in multiple jurisdictions so that innovators can effectively tap into existing and rapidly emerging new markets.

The rapid growth of IP investment is also one of the marked changes in the innovation landscape. Business models have emerged where IP is a central element establishing value and potential growth. Firms now invest significantly more in intangible than in tangible assets and many depend on IP licensing to help increase revenues. The World Intellectual Property Organization (WIPO) has noted that rising royalty and licensing fees, the significant growth in knowledge markets based on IP rights and the rising share of patents that list inventors from more than one country are all evidence of the growing demand for IP.

It follows that as IP rights have become more and more central to the global business strategies of successful firms, IP has also become essential to economic growth and innovation policy. In response, ensuring that the right IP frameworks and incentives are in place to leverage IP is a key goal of many governments.

To manage the growing demand for the protection of ideas, and recognizing that timely IP decisions help innovators quickly develop, monetize and globally commercialize their ideas, measures such as international work sharing and harmonization initiatives are being implemented across intellectual property offices (IPOs) globally. Efforts are also underway in many IPOs to increase the functionality of their information technology services to respond more efficiently to modern business needs.

As new types of innovation and technologies continue to challenge existing laws, and new players introduce policy shifts, achieving success in leveraging IP also hinges on understanding how IP frameworks affect economic growth. Accordingly, there is increasing emphasis on the need to strengthen understanding of business IP strategies and producing stronger evidence-based policies.

CIPO's Role in the Future

In light of this dynamic and evolving global context, IP systems must align themselves more closely with economic strategies to increase growth. To support this evolution, CIPO has recast its mission and vision statements. While CIPO has always been concerned with new knowledge, its encouragement and its protection, we are turning our focus to the ways in which we can encourage business success, invention and discovery in Canada.

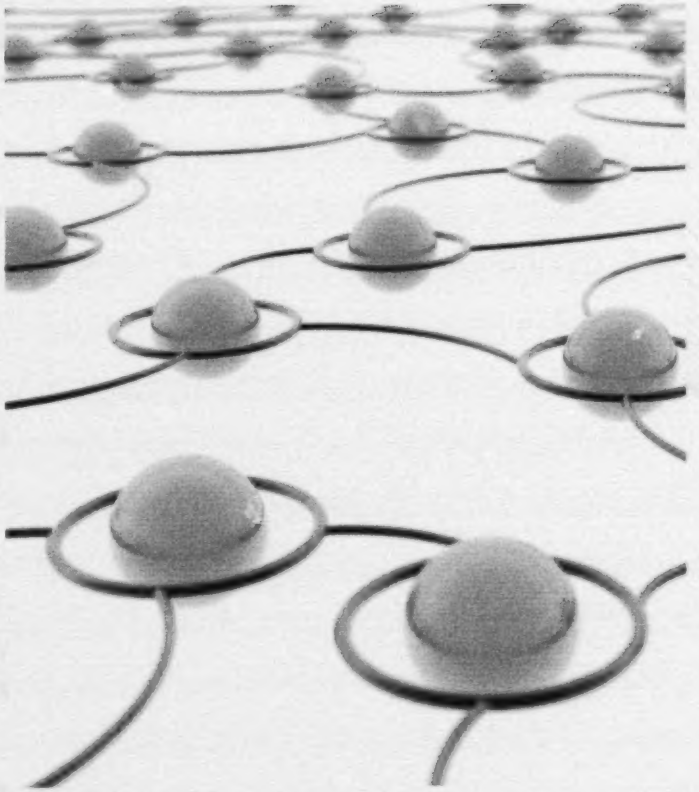
Mission:

To contribute to Canada's innovation and economic success by:

- providing greater certainty in the marketplace through high-quality and timely IP rights;
- fostering and supporting invention and creativity through knowledge sharing;
- raising awareness to encourage innovators to better exploit IP;
- helping business compete globally through international cooperation and the promotion of Canada's IP interests; and
- administering Canada's IP system and office efficiently and effectively.

Vision:

Our leadership and expertise in intellectual property supports creativity, enhances innovation, and contributes to economic success.



A Framework for Action

Based on our new vision and mission statements, CIPO's business strategy aims to strengthen the role of IP to support Canada's innovative capacity and output. The Business Strategy is comprised of strategic and enabling pillars that focus on CIPO's substantive business.

Strategic Pillars

The improvements and changes made through strategic pillars will focus our service offerings, increase our contribution to both within government and to the public and provide real change to the role IP plays in innovation.

- Customers: We will develop a deeper understanding of the needs of the innovators and businesses that generate ideas and wealth in order to provide the information and services they need to successfully leverage IP for innovation and economic success.

- Access to Innovative Knowledge: We will ensure more effective information dissemination throughout the innovation cycle to encourage the development of new products and processes through the exploitation of accessible knowledge.

- Modern IP Framework: By reducing red tape and aligning the IP regulatory and administrative framework with international best practices, and in support of innovation, competitiveness, increased clarity and certainty, we will help enhance the commercial success of Canadian businesses.

Enabling Pillars

The enabling pillars will result in improvements in the way we carry out our day-to-day activities, develop the foundation required to provide new and innovative services and modes of communication, and provide an effective and informed workforce.

- Highly Skilled Workforce: For CIPO to play an integral role in the innovation process, we need to be a flexible, knowledge-intensive and learning-based organization that can attract and retain the most qualified people who understand the innovation benefits of IP.

- Responsive IT Infrastructure: A responsive and modern IT system is critical to encouraging innovation, maintaining a modern regulatory framework, and providing efficient services and accessible knowledge.

- Operational Excellence: A strong and sustainable capability to manage business operations effectively and efficiently while meeting the needs of customers/stakeholders will ensure we provide quality IP rights in a timely and cost-effective manner.

A Framework for Action

VISION

Our leadership and expertise in intellectual property supports creativity, enhances innovation and contributes to economic success.

MISSION

- Providing greater certainty in the marketplace through high-quality and timely IP rights
- Fostering and supporting invention and creativity through knowledge sharing
- Raising awareness to encourage innovators to better exploit IP
- Helping business compete globally through international cooperation and the promotion of Canada's IP interests
- Administering Canada's IP system and office efficiently and effectively

STRATEGIC & ENABLING PILLARS

- Customers
- Access to Innovative Knowledge
- Modern IP Framework
- Highly Skilled Workforce
- Responsive IT Infrastructure
- Operational Excellence

Measuring for Success

CIPO will implement a performance measurement system that will ensure the ongoing monitoring and assessment of our performance. Performance measurement allows us to track our progress against our goals, while striving to administer Canada's IP system in a manner that is effective, efficient, and responsive to our customers' needs and expectations. This will support informed and timely decision-making with respect to setting priorities and, when required, taking a course of corrective action. The objective is to make clear linkages between management decisions and our performance against the Business Strategy. The organization as a whole will share accountability for the success of the Business Strategy.

CIPO recognizes the importance of defining what success will look like. It is only in this way that we can truly know whether we have achieved our goals. For this reason, and to support our performance measurement efforts, we have identified end-states for each of the strategic and enabling pillars. Measures of success against each of these end-states will include the performance of the organization in attaining the respective priorities.

Measurements will begin at the activity level and are connected by priorities to the strategic and enabling pillars of the Business Strategy. For each of the activities that support the respective priority, we will establish baselines and realistic, yet challenging, targets.

Customers

The cast of those who make use of IP rights is diverse and the scope of their needs and business models is varied. There are significant gaps in our knowledge of those who are the creators and inventors and who drive productivity in the Canadian economy. Becoming more familiar with the complex and evolving nature of business strategy and the decision-making processes that underlie the use of IP will allow CIPO to support innovative undertakings and business success more effectively.

To assist businesses, creators and inventors, there is a community of IP intermediaries such as patent and trade-mark agents with whom CIPO works on an ongoing basis. CIPO will continue to improve this relationship and tap into their experience and expertise so that we may better meet the needs of our customers.

Customer Segmentation

Customer segmentation is a process to identify customers and unmet customer needs. CIPO will employ a segmentation process to identify the current and potential users of IP rights and IP information. A better understanding of their various needs and any barriers to their successful use of the IP system will allow CIPO to meet their needs and improve the quality of our services.

As customers' needs are not static but evolve over time in response to the market or business conditions, a strengthened internal analytics capacity focussed on customers will also allow us to track customer segment trends over time. This will provide us with ongoing insights into our customers' situations and allow us to address changes in the innovation cycle more effectively.

Goal: *To understand the needs of customers and their requirements to innovate.*

Objectives:

- Improved understanding of customers to support competitiveness and innovation, and to inform policy.
- Inform customers about IP to allow them to extract more value from their innovation.
- Undertake targeted outreach.
- Improved two-way communications with customers to improve service delivery.

Customer Relationship Management Framework

An increased focus on understanding customers will enhance CIPO's capacity for meaningful and productive customer engagement and will improve the quality of our services. During our customer segmentation work, we will build a solid understanding of customers that will help us launch our customer relationship management framework. This framework will guide both CIPO's outreach and administrative service policies, and will encompass the breadth of our interactions with customers.

Commitments:

- Conduct customer segmentation analysis to better understand our customers.
- Develop and implement a customer relationship management framework.
- Undertake targeted outreach.
- Employ existing and new channels for improved, two-way communications.

Customer-Focused Communications

Timely and accurate communication with customers is a key component of any customer-focused effort. CIPO will continue to use existing approaches while also employing more interactive channels and tools that allow for meaningful two-way communications.

Targeted Customer Outreach

Increasing knowledge among Canadian innovators about the strategic importance of IP will assist them in better exploiting this critical asset. Equipped with a more comprehensive knowledge of our customers, CIPO's outreach efforts will become more targeted and efficient, and will include direct communications with customers as well as building on partnerships to increase our reach within targeted customer segments.

How We Will Define Success

CIPO will have an improved understanding of customer needs, expectations and requirements to innovate. With this information, CIPO will become a more customer-centric organization. As well, CIPO will enhance key relationships to extend our reach to the broader customer base. CIPO will modernize its online approach to further demonstrate its value to customers and improve two-way communications.

Access to Innovative Knowledge

The basis of IP systems is that creators can exclude others from profiting from the creation and use of their intellectual property for a limited period. In exchange for the exclusive right that they can use to achieve a return on investment, create jobs and fund ongoing research and development, they must release information about their innovation. Access to this information can yield significant benefits, whether it is in aiding follow-on innovation, facilitating business opportunities and growth, or supporting informed decision-making. In this way, innovative knowledge and the IP rights that protect it are key drivers of economic growth.

Innovative Knowledge to Support Innovators

As the information in CIPO's databases contains significant potential economic value, CIPO can contribute to the competitiveness of Canadian firms by providing easy access to this information, which includes the latest in technological, scientific and intellectual advances.

This could assist business and innovators to:

- find solutions to technological problems;
- better allocate R&D resources and reduce the duplication of work;
- identify researchers and possible partners in various fields;
- identify research trends by both type of invention and origin;
- identify possible licensing opportunities; and,
- better understand the value of patent portfolios.

CIPO will therefore pursue a more active role to help innovators strategically use CIPO's assets — its information, technology, services and expertise. We will concentrate on understanding users of IP information so we can customize search tools designed to serve their needs and perspectives. We will make investments to ensure useable and accessible data, and we will cultivate partnerships with key innovative intermediaries in support of this work.

Goal: *To be recognized as a valuable contributor of technical and business knowledge throughout the innovation cycle.*

Objectives:

To provide accessible, trusted, and relevant information to:

- Aid inventors throughout the innovation process.
- Enhance transparency to facilitate new business opportunities.
- Provide robust evidence in support of policy development and decision-making.

Commitments:

- Build a greater understanding of information users and their needs.
- Provide better access to up-to-date IP information.
- Build business analytical capacity.
- Develop and leverage partnerships for building knowledge and dissemination of knowledge.
- Enable the transfer of knowledge, increase the effectiveness of user interfaces, and make data more easily searchable.

Business Analytics to Support Decision Makers

Business analytics brings CIPO to the forefront of the international IP office community in terms of providing timely, detailed, meaningful and accurate IP information. This information includes: summary statistics of IP rights; analysis of trends over time; growth of IP in specific industries and technology areas; and, data to support evidence-based policy decision-making. The intelligence from this information will benefit innovators, both companies and individuals, by providing a clearer picture of what is occurring in innovative sectors that use IP. It will also support CIPO's efforts to increase the awareness and use of the IP system and to provide stronger input into policy development.

Transparency of IP Filing Information to Support the IP Marketplace

As innovators also need to stay informed of activity in their technology area, mechanisms will be improved to allow them to receive current information in their area of interest when new ideas enter the IP system and when they are released into the public domain or become available for licensing opportunities.

The transparency of the IP system is also vital if we are to support the rapidly evolving market for IP rights. A transparent and accessible IP system can provide a platform upon which IP can be more easily transacted so that innovative knowledge and technologies can be moved to their most efficient uses in the economy. CIPO will pursue approaches to ensure that the IP registry is more accessible.

How We Will Define Success

Customers will have improved and increased access to innovative knowledge contained in CIPO's databases. This will enable them to become strategic users of leading-edge IP information. As well, they will benefit from IP information products that are easily accessible, user-friendly and readily distributed. Furthermore, CIPO will better leverage its strategic partners to disseminate information and bring value to information products that range from raw data to value-added reports and tools.

Modern IP Framework

The complex interconnectedness of modern IP amplifies the need for CIPO to enhance predictability and clarity in the administration of IP rights. In this regard, all elements of the IP framework — legislation, regulations, and international collaboration — play a role in supporting the elements of certainty, quality, timeliness and business success. However, there are challenges facing all IP offices that can influence these elements: growing inventories of applications, new technological combinations of increasing complexity, evolving and diverse customer expectations, and a growing IP marketplace that is fuelled by both traditional and emerging IP business models. Ensuring that Canada can respond effectively to these issues is critical since the acquisition and maintenance of IP rights play such a significant role in supporting a global outlook among Canadian firms and attracting investment.

Regulatory Modernization and Red Tape Reduction

An IP framework that effectively supports innovation must focus on providing a net benefit to applicants and the public interest. Based on the need for an IP framework that is both internationally competitive and supports the current business environment, CIPO will examine its IP regulations and administration to achieve an end state that is aligned with the following principles:

- reduce regulatory and procedural burden;
- streamline and clarify CIPO's administrative framework and procedures; and
- improve alignment with our major international trading partners to allow business better access to international filing systems for IP.

Goal: *To enhance the commercial success of Canadian businesses by ensuring that all aspects of the IP administrative and regulatory framework support innovation, competitiveness, increase clarity and certainty, and reduce red tape.*

Objectives:

- An efficient, effective administrative and regulatory framework that supports the acquisition of quality rights in a timely fashion with a commitment to continually reduce red tape.
- Expanded international cooperation that helps Canadians compete globally and makes Canada a destination for investment.
- An administrative policy and research function that provides evidence-based policy in support of clarity, certainty and transparency.

A review of IP regulations will occur based on the outcomes of customer segmentation and discovery work, as well as CIPO's operational excellence initiatives that focus on maximizing customer value while minimizing waste through all of CIPO's value streams.

Commitments:

- Undertake continual efforts to ensure that IP regulations are modern and drive towards improved timeliness, improved certainty and reduced red tape.
- Ensure an active international agenda to: support global businesses through framework harmonization; influence key international fora; and, fulfil obligations of Canada's trade agreements and provide technical expertise in the negotiation and implementation of bilateral and multilateral trade agreements.
- Build policy research capacity and a forward policy research agenda to provide timely, knowledgeable and informed advice to support IP modernization and administrative improvements.

A New International Roadmap

The annual number of patent applications has risen from 800,000 applications worldwide in the early 1980s to almost 2 million in 2010, with marked growth also evident in trade-marks, industrial designs and copyright. The rising demand for IP protection is to some extent driven by greater internationalization and the global nature of business and R&D investment. This can challenge both innovators and IP offices: innovators must bear the burden and cost of applying in multiple jurisdictions to receive IP protection, and this leads to a duplication of efforts across IP offices and a subsequent increase in global inventories.

In Canada, the vast majority of patent, trade-mark and industrial design applications come from abroad, and many applications have already been filed in multiple countries. Canadian innovators are also active on the global stage, as just under half seek IP rights in foreign markets. In the context of building a modernized IP administrative framework for businesses and inventors, CIPO can provide Canadian firms operating on a global scale with a more competitive advantage through a three-part approach:

I. Supporting international harmonization and collaboration: CIPO's capacity to support businesses in taking advantage of the growth opportunities offered by foreign markets can be enhanced by examining where we can align Canada's IP system with its international counterparts through key international IP agreements, where we can work-share with other IP offices, and where we can influence harmonization activities at WIPO committees.
II. Improving domestic and international performance: CIPO will focus on adopting best business practices, benchmarking, and helping the IPO community manage international issues through participation in international fora and WIPO committees.

III. Meeting Canada's international obligations: CIPO will continue its technical cooperation activities at various levels and will target specific initiatives that help Canada continue to fulfil its technical assistance obligations under the Section 67 of the Trade-Related Aspects of Intellectual Property Rights under the World Trade Organization in support of developing countries.

The Need for Evidence-Based Policy

All elements of a modern IP framework are dependent on strong evidence-based policy. CIPO will enhance its research capabilities and build collaborative relationships with others such as Industry Canada and Foreign Affairs and International Trade to identify, analyze and explore IP issues to better inform policy decision in support of innovation and business success. CIPO will continue to work with the international IP community to strengthen analytical capacity and improve the reliability, comprehensiveness and timeliness of IP performance measures, indicators and economic data.

How We Will Define Success

CIPO will be fully prepared to ensure that Canada's IP framework supports innovation and the requirements of its customers. The IP administrative and regulatory framework will be more efficient and effective, reducing uncertainty, enhancing competitiveness, and improving the speed of service. CIPO's international strategy will be aligned with that of the federal government and in compliance with Canada's trade obligations. As well, we will support strong collaboration with our international partners. CIPO will be in a position to readily respond with evidence-based analyses and research in an informed, timely, and robust fashion for administrative and policy development purposes.

Highly Skilled Workforce

A key enabler of any organization's business strategy is the strength of its employees. As an organization where a large percentage of our employees are experts in their field, CIPO has an excellent foundation on which to support creativity, enhance innovation and contribute to Canada's economic success. To maintain this foundation and solidify a reputation as a respected and desirable place in which to build a career, CIPO must attract, retain and develop a skilled and motivated workforce that will contribute to the success of the organization and become the public service leaders of tomorrow.

We will achieve this by designing and implementing strategies and programs that enable effective recruitment, as well as developing and retaining people with the necessary skills and aptitude to meet our current and future organizational needs. As a first step, this will require us to identify and develop the skills and competencies that are most critical in supporting and delivering on our strategic objectives and meeting customer needs.

In order to maintain and build on our capacity, we will tailor our training and development programs to support identified key competencies. We will also expand opportunities for our employees to gain experience, pursue meaningful career paths, and develop their ability to effectively and efficiently manage and lead our change initiatives. We will continue to encourage and support personal and professional development initiatives, such as integrated talent management, that are aimed at developing CIPO's future leaders.

Recognizing our peoples' value and contributions will also be at the forefront of our efforts to ensure that our employees view CIPO as a great place to pursue a career. We will introduce a refreshed awards and recognition program, as well as initiatives designed to engage our employees at every level so they fully understand the importance of their contribution to the innovation cycle. We will also be served in this regard by aligning employees' performance goals with the Business Strategy so they can clearly appreciate their valuable roles in achieving CIPO's mission and vision.

Goal: *A workforce that understands the innovation benefits of IP and contributes to the economic success of Canada.*

Objectives:

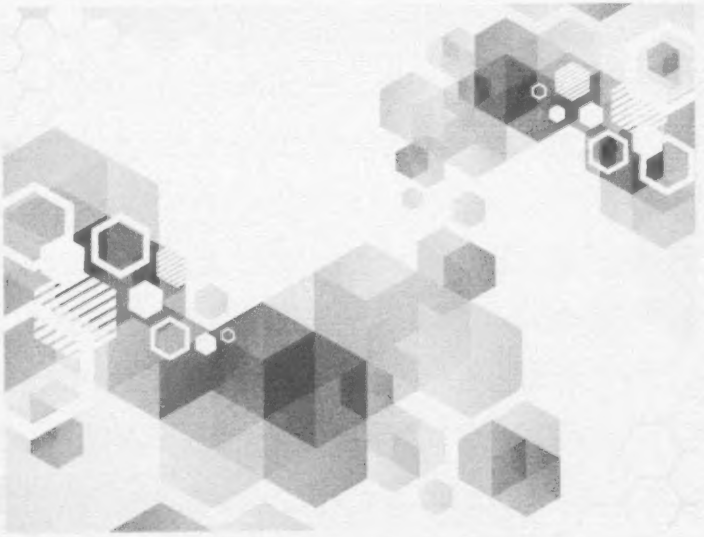
- Attract and retain the most qualified people.
- Employees connect with and are guided by CIPO's values, mission and vision.
- Employees are proud to work at CIPO and feel it is a great place to work.
- CIPO remains a learning-based organization.
- Accountability at all levels is increased by aligning individual performance goals with the Business Strategy.

Commitments:

- Identify, build and maintain business and technical competencies.
- Facilitate retention through employee engagement and recognition activities and programs.
- Put in place a more effective recruitment strategy.
- Build future leaders through an integrated talent management framework, learning roadmaps and leadership program.

How We Will Define Success

CIPO will benefit from a highly skilled workforce that understands the innovation benefits of IP. We will have the right people, in the right jobs, at the right time. Employees' performance and learning goals will be aligned to CIPO's mission and direction. CIPO will recognize, develop, and value its employees and future leaders.



Responsive IT Infrastructure

The current state of CIPO's IT systems prevents us from fulfilling our vision and mandate in an effective manner. For instance, search and notification capabilities do not provide innovators with sufficient technical IP information and fail to support incremental innovation. Similarly, the systems do not allow for easy extraction of data required to perform business analytics that would support research and fact-based policy making, and inform business investment decisions. The lack of system flexibility also constrains CIPO's ability to implement regulatory changes as well as international agreements in a timely manner.

Dated IT systems also constrain CIPO from operating efficiently, and have affected its capacity to meet modern-day demands and business needs of its customers. The cost of maintaining multiple systems that cannot be integrated poses a serious financial and operational risk for the organization.

CIPO will put in place a modernization strategy to build an efficient and responsive IT environment to support innovation and help maintain a dynamic regulatory framework to respond to business IP needs.

How We Will Define Success

CIPO will have in place a responsive IT infrastructure built on a reusable, component-based architecture that supports CIPO's ability to encourage innovation, and responds to the needs of the IP community. Individual projects designed to enable CIPO to provide effective and efficient services, as well as enhanced accessibility to the innovative knowledge contained in its databases, will be delivered on time, on budget, and on scope.

Goal: *CIPO has responsive information technology (IT) systems that support CIPO's ability to encourage innovation and respond to the IP community's business needs.*

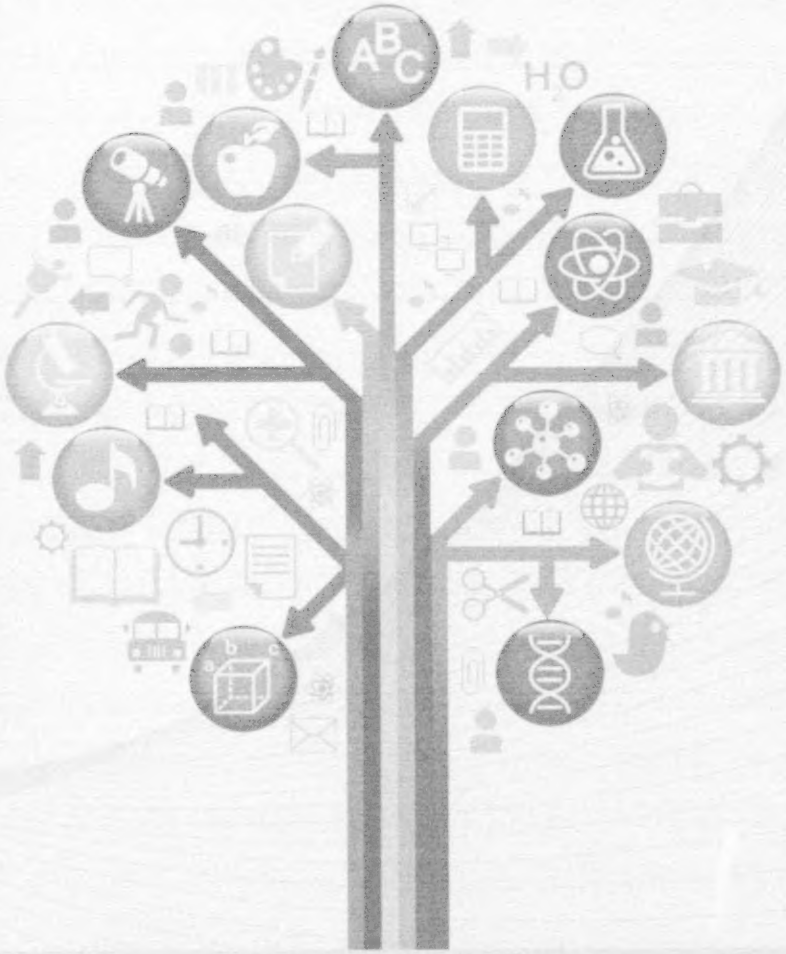
Objectives:

- Improve the accessibility and searchability of databases to facilitate the leveraging of IP information.
- Respond to client needs by improving the functionality of systems for both external clients and employees.
- Meet regulatory requirement systems changes in a timely manner and in support of a modern IP framework.
- Achieve operational cost and process efficiencies.
- Modernize the CIPO IT portfolio through the on-time, on-budget and on-scope delivery of projects.

The IT function will enable CIPO to ensure that operational imperatives are addressed as they arise and operational systems maintain a high level of performance.

Commitments:

- Implement a series of incremental improvements, following a component-based approach for modernizing CIPO's IT environment (including documentation management, business intelligence, and client relationship management).
- Adopt commercial off-the-shelf solutions to streamline and consolidate technology and platforms, while promoting reuse across CIPO. Manage the implementation and scope of individual initiatives with a focus on reducing risk and complexity.
- Ensure all projects in the Strategy contribute to improving CIPO's ability to effectively deliver on its mission and mandate; balance projects having strong business benefits and return on investment with those that are necessary to support better business decisions and practices.



Operational Excellence

For any service organization, operational excellence is about empowered employees who are committed to continually improving business processes to better meet the needs of their customers. As a Special Operating Agency of government, CIPO has always paid close attention to prudent management and fulfilling its obligations to customers.

As with any business today, we need to continue to harvest opportunities to provide greater value to our customers — the innovators — by delivering quality IP rights in a timely and cost-efficient manner. CIPO will therefore undertake a comprehensive exercise to become a truly process-based organization focused on improving cost efficiency and creating a smoother, uninterrupted flow of work that more efficiently meets the needs of our customers with respect to timeliness, quality and cost-effectiveness.

Goal: *CIPO provides quality IP rights in a timely and cost-effective manner.*

Objectives:

- Ensure efficient and cost-effective delivery of CIPO services.
- Cultivate a process-based organization that thrives on continuous improvement and adding value to customers.
- Improve quality and timeliness.
- Ensure employees have the tools, knowledge and performance information to manage the processes for which they are accountable.

How We Will Define Success

CIPO will have implemented a strong performance measurement system that supports agency-wide improvements to quality, timeliness and cost efficiency and timely and meaningful reports, metrics, and data that supports strategic and operational decision-making. CIPO will have in place a common approach to continuous process improvement. This will enable management to drive effective change and focus on improving value for customers and Canadians.

Commitments:

- Use public and private sector best practices such as LEAN, ISO, Hoshin Planning, and ABC/ABM to improve performance throughout the organization.
- Deepen our understanding of our current state with respect to timeliness, quality and unit costs and identify and adopt improvements targets for each of them.
- Develop and implement processes and expertise within CIPO so that continuous improvement becomes self-sustaining.
- Further enhance our performance management and accountability mechanisms to ensure that employees are enabled to set direction, measure results, take ownership of performance and further satisfy external and internal customers.

Call to Action

As long as innovators continue to create and invent, IP rights will play an important role in facilitating that process. And just as IP rights have become a crucial element in the creation of value, an effective and efficient IP administrative system has become one of the fundamentals of a country's prosperity.

With our new mission and vision statements, we are focusing our role in the innovation cycle, business success and the Canadian economy. This Business Strategy will ensure that CIPO is responsive to the needs of its customers, supportive of economic growth, and relevant to the modern knowledge economy. The Strategy also contains the means to assure our organizational stability and capacity so that we can continue to strengthen the role of IP in maximizing Canada's innovative capacity and output into the future.

Taken as whole, this strategy sets CIPO on an exciting and challenging course of helping more Canadians to succeed by ensuring they reap the full benefits offered by the IP system. All of us at CIPO will be actively engaged to making our vision a reality. Together, we will shape CIPO as a dynamic catalyst for innovation while holding true to our values and commitment to change for the better.